



**Recommendation to the  
Executive and Governance Committee on  
the Proposed Amendment to the  
Airports Authority Statement of  
Functions**

**MARCH 2013**



## Background

Pursuant to Resolution No. 01-20, the Board of Directors reserves the right to approve any change in the functions of Officers reporting to the President and Chief Executive Officer or the Executive Vice President and Chief Operating Officer.

Consistent with this resolution, the President and Chief Executive Officer requests the addition of the Internal Controls, Compliance and Financial Strategy Department in the Office of Finance.

The accompanying slides provide descriptions of the duties and functions of this department. In addition, the Airports Authority Statement of Functions and Board Resolution No. 01-20 are included in the package of material provided for this meeting with the addition of this department highlighted in yellow.



## **Internal Controls, Compliance and Financial Strategy Department's Duties**

The department's duties are:

- To identify internal control weaknesses and assist management, throughout the Authority, in developing and implementing corrective actions to ensure that the assets of the Airports Authority are safeguarded and that an adequate internal control structure is in place to maintain compliance with the laws and regulations to which the organization is subject.
- To facilitate financial system improvements to support enhanced internal controls and business processes.



## **Internal Controls Compliance and Financial Strategy Department's Duties (Cont'd)**

- To provide financial analysis in support of performance management, strategic planning and forecasting.
- To administer the Airports Authority's debt management program, and be responsible for the timely and accurate report of aviation statistics.



## **Recommendation**

It is recommended that the Committee approve the proposed amendment and recommend that it be approved by the Board of Directors.

**Metropolitan Washington Airports Authority**

**STATEMENT OF FUNCTIONS**

**December 3, 1997**

**Amended December 6, 2000**

**Amended January 10, 2001**

**Amended July 11, 2001**

**Amended June 20, 2012**

**Amendment Proposed March 20, 2013**

## **INTRODUCTION**

The Metropolitan Washington Airports Authority is governed by a seventeen-member Board of Directors. Executive direction and overall management of the Authority are provided by a Chief Executive Officer. A Chief Operating Officer is responsible to the Chief Executive Officer for the operations of the Authority.

### **CHIEF EXECUTIVE OFFICER**

Plans and directs all of the programs and activities of the Authority, subject to policy direction and guidance provided by the Board of Directors. Focuses on the future and the development of long-term business strategies that will result in high quality and broad-based air service to the National Capital Region and the Executive of the Dulles Corridor Enterprise while retaining a strong financial posture. Supplies support services to the Authority's Board of Directors. Responsible for the activities of the following offices: Air Service Planning and Development; General Counsel; Audit; Communications; Finance; Engineering; Business Administration and Human Resources.

### **CHIEF OPERATING OFFICER**

Plans and directs the operations of the Authority including the support elements necessary to deliver high quality customer service. Responsible for airport management at Ronald Reagan Washington National and Washington Dulles International Airports and the activities of the following offices: Public Safety; and Information Systems & Telecommunications. In the absence of the Chief Executive Officer, acts with the full authority of the Chief Executive Officer.

### **OFFICE OF BOARD AFFAIRS**

Provides executive and administrative support services to the Authority's Board of Directors. The incumbent Vice President is available for annual election by the Board as Secretary, responsible for performing the functions outlined in the By-laws. Executive and administrative support provided to the Board includes review and analysis of Board papers and other documents; research and advice on matters of policy, as requested by the Board, Board Committee or Board Chairman; responsibility for arranging meeting agendas and attendance.

Responsible for maintaining the Board's records and governing documents, e.g., minutes, resolutions, Bylaws, delegations, freedom of information requests, ethics

and conflict of interest statements. Provides other support services including: scheduling; preparing and distributing annotated agendas, resolutions, and papers for all meetings; keeping Board members informed of industry events and conferences; making arrangements for Board members traveling on Authority business; drafting letters and correspondence for Board members; participating in litigation involving the Board; and supporting other Board needs, as required.

## **OFFICE OF AIR SERVICE PLANNING AND DEVELOPMENT**

Develops and executes strategies and actions to maintain and improve the region's passenger and cargo air service through the development and execution of Comprehensive and Annual Air Service Plans. Conducts research, develops projections and recommends strategic actions in airline, air cargo, and aviation areas, as well as demographic and travel trends focusing on long-range opportunities to enhance the Airports' competitive positions and access to the global aviation system. Conducts internal and external outreach activities designed to influence and educate target audiences about the positive economic impacts of air service to the region. Advises the Chief Executive Officer on a wide variety of aviation issues including activities with potential long-range benefits to the Authority and its customers. Supports other Authority offices, as requested, in developing policies, positions, and implementation plans regarding passenger, cargo, and industry-related issues.

## **OFFICE OF GENERAL COUNSEL**

Provides advice and a full range of legal services in areas that are essential to the formulation of Authority policies and legal positions. Serves as a key member of the team for negotiation of air carrier use and lease agreements. Provides advice on contract solicitations, contracts, leases and other formal agreements, and represents the Authority on contract disputes and claims. Drafts, negotiates, and reviews deeds, easements, and other documents in property transactions. Serves as the primary point of contact with the Authority's bond counsel and with any other special counsel that may be employed by the Authority on an ad hoc basis. Drafts and interprets the Authority's regulations, Bylaws, and Code of Ethics. In conjunction with the staff at National Airport, enforces the nighttime noise regulations. Serves as liaison to attorneys for the Commonwealth of Virginia, for the District of Columbia, and for other jurisdictions. Represents the Authority in legal matters before administrative and judicial bodies.

## **OFFICE OF AUDIT**

Manages the Authority's audit activities. With guidance from the Board's Audit Committee, develops and implements a broad scope audit plan. The plan is designed to provide reasonable assurance that the Authority has an effective system of internal controls, encompassing accounting, financial, administrative, operational, and computer controls. Evaluates controls and recommends improvements to management, reporting results to the Audit Committee and the Chief Executive Officer. Manages the activities of external auditors who perform an annual audit of the Authority's Financial Statements and related activities.

## **COMMUNICATIONS OFFICE**

Designs, formulates, coordinates, and executes internal and external communication policies and strategies including legislative initiatives. Provides centralized management of official Authority communications including, but not limited to, marketing efforts, community relations, media relations, and governmental affairs.

### **Noise Abatement**

Coordinates aircraft noise abatement and noise-related environmental activities. Develops, implements, and manages the noise compatibility programs and provides expert advice on technical issues related to aircraft noise.

### **Governmental Affairs**

Represents the Authority to federal, state, county, and other municipal officials and governmental organizations on matters related to the Authority's operations. Responsible for developing harmonious and effective working relationships with the core constituency of government officials and organizations that have the most direct impact on the Authority. This includes the local congressional and state delegations; the District of Columbia Mayor's office and City Council; congressional committees; Executive Branch agencies involved in matters related to Authority operations (FAA, EPA, National Park Service, federal inspection agencies, etc.); and elected officials and transportation agencies of states, counties, and municipalities. Broadly responsible for monitoring the official actions of the above noted constituency; communicating with them on Authority

initiatives, plans, programs, and issues of mutual interest; and generally establishing and maintaining a visible presence with this constituency that will facilitate the type of positive communications and interactions that are in the long-term interest of the Authority.

### **Public Affairs**

Is the primary source of Authority information for the news media and provides public affairs assistance to Authority staff. Establishes and maintains communications with the media whenever one of the airports closes, the parking lots are full, or any other unusual situation existing at Authority facilities, including emergencies. Issues news releases and prepares and distributes the Authority employee newsletter. Arranges interviews with the Chief Executive Officer and other staff by the news media and is the Authority conduit for information flow to the news media.

### **Community Relations**

Communicates with business and civic associations, educational institutions, community groups, and interested citizens on matters related to the operation of the Authority's two airports and their impacts on the local environs. Maintains a close relationship with the Metropolitan Washington Council of Governments on issues associated with the operation of the Authority's airports. Maintains a community outreach program designed to achieve community participation in appropriate areas of Authority decision making. Responsible for distribution of noise monitoring reports and other noise and operational information to interested individuals and community groups. Serves as the point of contact within the organization on subjects and issues related to the public and community perception of the Authority.

### **Marketing Support**

Provides support for the Authority's marketing and advertising programs. Serves as the focal point for the review, approval, and publication of Authority marketing media including the Washington Flyer magazine.

## **FINANCE OFFICE**

Executes the Authority's annual and long-term budget activities, financing strategies, commercial banking relationships, cash and debt management, and investment activities.

### **Controller**

Formulates, presents, and reviews the Authority's accounting activities. Directs the revenue billing and collection, disbursements and travel activities, and internal and external financial reporting. Implements accounting policies and procedures to ensure an adequate system of internal control and compliance with generally accepted accounting principles.

### **Treasury**

Conducts investment market research and invests Authority bond and operating funds to maintain cash flow for construction and operating requirements. Manages portfolios of a variety of investment instruments for the Authority's operating fund and each bond fund. Ensures Authority compliance with Bond Covenants, Internal Revenue Service regulations, and Federal Aviation Administration requirements.

### **Budget**

Formulates, presents, and reviews the Authority's annual budget and multi-year plan. Prepares detailed instructions to guide Authority personnel in developing budget year estimates and multi-year planning data. Conducts debt management activities for the Authority.

### **Procurement and Contracts**

Directs activities for the purchasing or contracting of equipment and services including design and construction of facilities. Activities include issuing solicitations, evaluating offers, conducting negotiation conferences, awarding and administering contracts.

### **Internal Controls, Compliance and Financial Strategy**

Identifies internal control weaknesses and assists management, throughout

the Authority, in developing and implementing corrective actions to ensure that the assets of the Airports Authority are safeguarded and that an adequate internal control structure is in place to maintain compliance with the laws and regulations to which the organization is subject. Facilitates financial system improvements to support enhanced internal controls and business processes. Provides financial analysis in support of performance management, strategic planning and forecasting. Administers the Airports Authority's debt management program, and is responsible for the timely and accurate reporting of aviation statistics.

## **OFFICE OF ENGINEERING**

Formulates and manages the Authority's major facilities development activities including major repair and rehabilitation. Manages the Authority's building code compliance, environmental engineering, and federal construction grant programs.

### **Planning**

Develops and maintains the Authority's airport master plans and recommends engineering criteria for all Authority development. Ensures conformance of construction plans and specifications to the airport master plans. Serves as Authority contact point for federal and state grants.

### **Design**

Establishes Authority design standards and policies through maintenance and update of the Facility Design Manual. Responsible for the selection of design firms and the management, review, and approval of all facility designs. Provides architectural and engineering expertise for all designs performed for the Authority.

### **Construction**

Responsible for construction management of major facility development. Develops and implements specific policies, objectives, procedures, and guidelines to ensure effective and timely management of major Authority construction projects. Provides technical advisors to the Authority contracting officers and Legal Counsel in construction claims and disputes management.

## **Building Codes/Environmental**

Establishes policies and practices to ensure that all design and construction work is in full compliance with the Virginia Uniform Statewide Building Code. Provides comprehensive environmental expertise to ensure Authority compliance with local, state, and federal environmental regulations.

## **Dulles Corridor Metrorail Project**

Oversees the design and construction of the Dulles Corridor Metrorail Project. Responsible for the day-to-day management of the Project Office, Design-Build contracts, the Final Design scope of work, the baseline schedule, the design and construction budget, and all other associated Project management tasks. Serves as the point of contact for the Federal Transit Administration (FTA), Washington Metropolitan Area Transit Authority (WMATA), and other local government partners.

## **RONALD REAGAN WASHINGTON NATIONAL AIRPORT**

Provide a range of operational, facility maintenance, minor construction engineering, and administrative activities to accomplish air commerce for the National Capital Region.

### **Airport Operations**

Provide 24-hour management and control of Authority facilities to ensure the safe, efficient, secure, and continuous operational use of Authority runways, taxiways, terminal buildings and other areas, and ramp control. Develop and implement Authority security, certification, and safety programs in accordance with Federal Aviation Regulations.

### **Engineering and Maintenance**

Provide oversight, management, and quality control for Authority maintenance projects and tenant-financed construction projects. Execute preventive maintenance and repair programs related to terminals and associated service buildings, hangars, landing field, roadways, grounds, and plant facilities. Responsible for operation and maintenance of Authority facilities and equipment for provision and distribution of electrical energy, water, heat, and air conditioning. Provide management, operation, and

maintenance support for automotive, construction material, and weight handling equipment. Responsible for Authority snow removal operations.

### **Airport Administration**

Provide purchasing and warehousing of supplies and materiel in support of airport operations. Implement airport personal property, lost and found, and budget administration programs in accordance with overall Authority policies. Manage on-airport air carrier and air cargo activities including gates, ticket counters, baggage areas, and other in-terminal space arrangements. Coordinate necessary changes to the Authority's Airport Use Agreement and Premises Lease with the Business Administration Office. Manage contracts that provide to travelers parking and ground transportation services. The "Washington Flyer" system contracts are managed at Dulles.

## **WASHINGTON DULLES INTERNATIONAL AIRPORT**

Provide a range of operational, facility maintenance, minor construction engineering, and administrative activities to accomplish air commerce for the National Capital Region.

### **Airport Operations**

Provide 24-hour management and control of Authority facilities to ensure the safe, efficient, secure, and continuous operational use of Authority runways, taxiways, terminal buildings and other areas, and ramp control and mobile lounge operations at Dulles. Develop and implement Authority security, certification, and safety programs in accordance with Federal Aviation Regulations.

### **Engineering and Maintenance**

Provide oversight, management, and quality control for Authority maintenance projects and tenant-financed construction projects. Execute preventive maintenance and repair programs related to terminals and associated service buildings, hangars, landing field, roadways, grounds, and plant facilities. Responsible for operation and maintenance of Authority facilities and equipment for provision and distribution of electrical energy, water, heat, and air conditioning. Provide management, operation, and maintenance support for automotive, construction material, and weight

handling equipment. Responsible for Authority snow removal operations.

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### **Dulles Toll Road**

Manage, operate, and develop the Dulles Toll Road (DTR) facility. Ensure that the DTR's revenue collection equipment and roadway management systems are operated and maintained in accordance with all appropriate regulations and protocols. Manage and safeguard all financial transactions and toll receipts. Monitor the revenue collection system, and satisfactorily reconcile all identified discrepancies. Implement and manage emergency plans for the roadway.

## **OFFICE OF PUBLIC SAFETY**

Ensures the safety and security of the users of Washington Dulles International and Ronald Reagan Washington National Airports. Manages the activities of the Authority's Police and Fire Departments. Maintains emergency mutual aid support with surrounding communities. Operates physical and personnel security programs and, at National Airport, river search and rescue activities.

### **Police Department**

Provides full service law enforcement and related services within Authority property boundaries, and the Dulles Toll Road enforcing the laws of the Commonwealth of Virginia, FAA Civil Aviation Security Regulations, and Authority Regulations. Conducts criminal investigations, controls vehicular and pedestrian traffic, conducts employment background reviews,

specialized and tactical police operations, and administers routine and specialized training programs for Authority police. Provides community and customer services to tenants, concessionaires, employees, and the traveling public.

### **Fire Department**

Provides fire protection, prevention, and suppression programs for Authority facilities. Directs operations of fire, crash, search and rescue, and related emergency equipment for structural and aircraft emergencies. Provides emergency first aid, advanced life support systems, and public education programs. Administers training programs for firefighting, emergency medical, and the airports' community.

### **Public Safety Administration**

Implements personal property, directives management, office support, and budget administration programs in support of public safety operations in accordance with overall Authority policies. Coordinates purchasing activities to obtain supplies and material to support public safety programs.

## **BUSINESS ADMINISTRATION OFFICE**

Directs Authority programs in the areas of equal opportunity, concession contracting and administration, lease of Authority space and land, procurement of materiel and services, property management, risk management, and related business activities that support the Authority. Coordinates and recommends overall Authority policies regarding airline operations including administration of the Authority's Airport Use Agreement and Premises Lease.

### **Equal Opportunity Programs**

Develops and implements policies and procedures that ensure equal opportunity in contracting programs. Maintains aggressive outreach to minorities and women to ensure equal opportunity in the Authority's contracting and purchasing activities. Maintains certification programs for firms eligible to participate in the Authority's special emphasis purchasing and contracting programs.

## **Administrative Services**

Manages programs for the inventory and disposal of the Authority's personal and real property. Provides general office support including mail routing, delivery services, motor fleet management, and general support and maintenance of office equipment and supplies.

## **Concessions and Property Development**

Develops and implements policies and guidelines governing lease of Authority space and land, Authority concessions, and other commercial, revenue producing activities. Develops, negotiates, and administers concession contracts and Authority leases other than those required to provide parking and ground transportation services at the airports.

## **Risk Management**

Directs activities which focus on accidental, regulatory, and legal losses or potential losses that could affect the Authority's resources or physical assets. Identifies, analyzes, and coordinates risk control, risk financing, and safety programs to protect the Authority.

## **OFFICE FOR HUMAN RESOURCES**

Develops and manages programs, systems, and services that enable managers to employ, compensate, motivate, and retain a diverse work force with skills needed to achieve Authority goals. Facilitates maintenance of an employee-management partnership to achieve goals and promote efficient use of positions and work groups. Implements policies and provides guidance and assistance to ensure application of sound management practices consistent with applicable laws and regulations. Develops and implements policies and procedures that ensure equal opportunity in employment programs. Manages Affirmative Action Programs, dispute resolution programs and equal employment opportunity complaint processing.

### **Employment**

Manages programs and procedures that facilitate identification, attraction, employment, and retention of a high quality diverse work force. Develops and manages programs to ensure diversity of the work force. Provides assistance to employees and applicants who inquire about employment,

promotion, and career growth opportunities. Manages programs to orient recently hired employees to the Authority and promote long-term employee retention.

### **Compensation and Benefits**

Develops and manages competitive compensation systems to attract and retain a high quality work force. Develops and manages benefit programs that motivate and retain highly qualified employees. Provides for the accurate and confidential handling and maintenance of employee records. Provides counseling and assistance to current and former employees regarding benefit, workers compensation, and retirement programs. Manages payroll services.

### **Organization Development**

Provides guidance and assistance to work groups to enhance employee acceptance of change within and across work groups. Facilitates training and other interventions to improve work group efficiency and effectiveness. Serves as the focal point for the adoption of a performance management culture. Directs management retreats and seminars to reinforce and improve supervisor and managerial skills.

### **Labor and Employee Relations**

Negotiates agreements between the Authority and certified bargaining units consistent with the Labor Code. Manages compliance of work groups with labor-management agreements. Provides supervisors guidance and advice regarding discipline administration. Administers programs and services to provide assistance with personal problems that affect work performance.

## **OFFICE OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS**

Develops, operates, and maintains automated information systems, telecommunication, and wireless and radio systems to support Authority operations.

### **IT Operations & Services**

Maintains the servers, desktops, operating system software, database

software, and local and wide-area networks supporting the Authority's office environment. Is also responsible for the service desk operation, internet access, and the Authority website.

## **IT Systems & Programming**

Maintains application software (other than ERP Program applications) associated with the Authority's office environment. Provides project management support for Authority offices and contractors. Responsible for research and development for new information systems technologies.

## **ERP Program**

Works alongside the Authority's Functional Area Leads (FALs) in Finance, Procurement, Inventory and Engineering, to implement and manage the ERP system requirements necessary to carry out core departmental functionalities. Offers system and operational guidance to meet the objectives set forth in the ERP Project Charter. Manages the ERP Application Security Strategy, which outlines the Oracle ERP best practices in relation to segregation of duties and security controls, in conjunction with IT Security and Office of Audit. Chairs the ERP Management Council. Responsible for research and development for all new ERP related information systems technologies.

## **Information Security**

Oversees all aspects of the Airports Authority's Information Security Program to ensure the confidentiality, integrity and availability of all existing and future Airports Authority information assets. Maintains the Information Security Standards (ISS) program, supervises initiation and performance of information security risk assessments, serves as a consultant for information security issues, serves as the security liaison for enterprise software applications that integrate critical business functions, manages and administers computer security systems, and implements information security policies, procedures and standards.

## **Telecommunications**

Maintains all telephone hardware, software, and cable associated with the Airport Voice Communications System. Solely responsible for provisioning and maintaining all high capacity intra- and inter-airport facilities using

synchronous optical network, direct fiber, or copper connections. Responsible for maintenance, changes, billing, and collections related to the telephone network and Authority cellular phones and pagers.

### **Wireless and Radio Systems**

Manages the Authority's radio communications systems with special emphasis on installing and maintaining all wireless transmissions systems used by Public Safety and Airport Operations. Develops policy, procedures, and standards for installation and maintenance of all wireless applications for cellular and unlicensed spread spectrum technologies. Serves as principal Authority liaison with the Regional Planning Committees, the FCC, and the surrounding jurisdictions for interoperability issues on the 800-MHz Land Mobile Radio System.